

## WHAT'S NEW



## Measuring productivity

So, how do you know how well ODOT performs? That's the question Craig Holt (above) wrestles with every working day. So far, he hasn't the answer, but he has developed a process that's designed to help the department learn how.

See story, Page 4

## Panel tackles naming issue

The ruling is out: No highway structure—a bridge, tunnel or road—may be named after a living person.

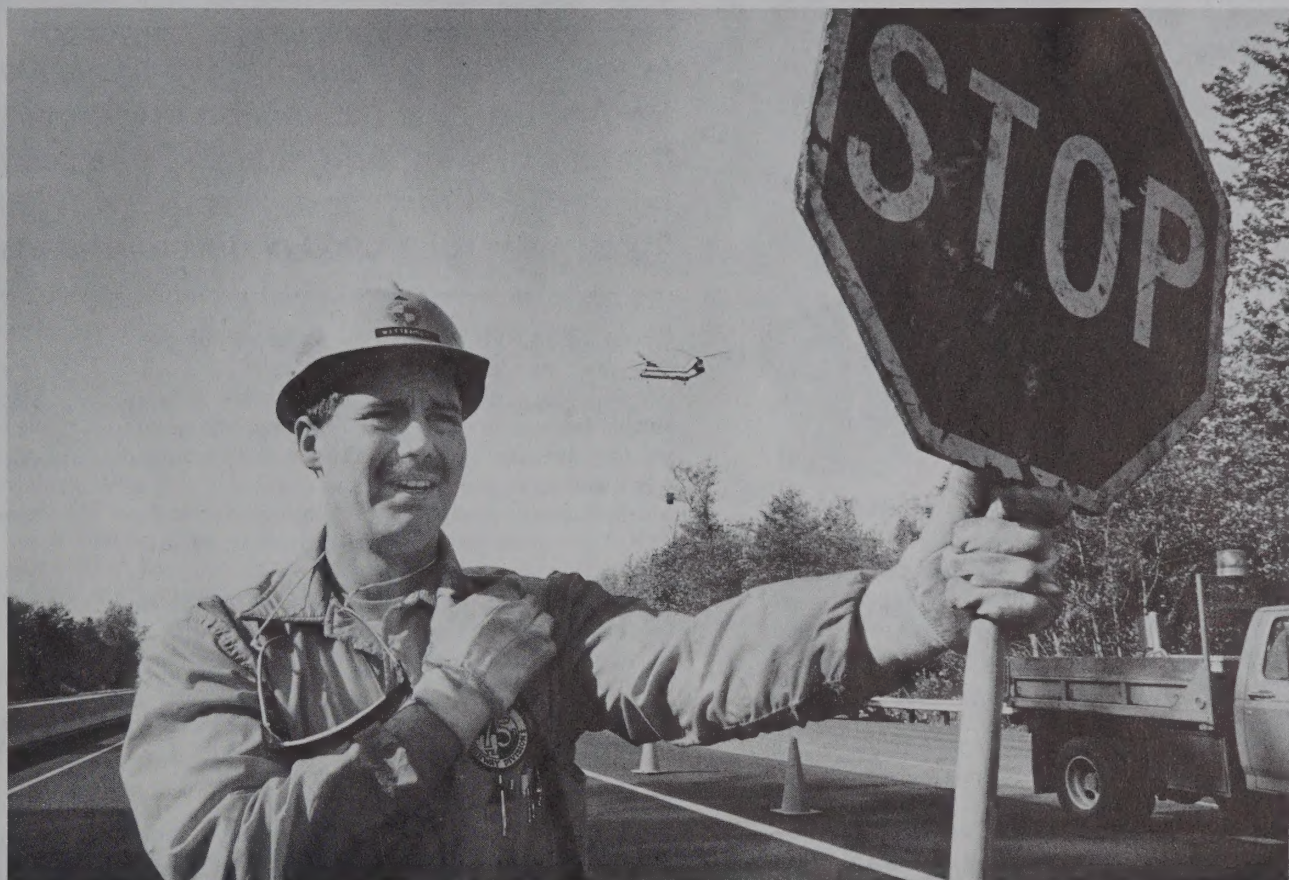
The issue of naming highway facilities after individuals arose at the October meeting of the Transportation Commission, in response to a request by some Grants Pass citizens to name a new bridge after E. D. "Debbs" Potts.

Previously, the Transportation Commission didn't name facilities after individuals unless that move had statewide backing. But after deliberating the issue, the commission clarified its policy by requiring the honored individual to have had a "historical and significant" impact on Oregon, and for that person to have been dead at least one year. Potts, chairman of the Oregon Lottery Commission, is a former state senator and Grants Pass community activist.

Other criteria that remain in the policy are for the comments of the Oregon Geographic Names Board to be solicited before naming the facility, and for the facility to be long enough to merit a title, such as a bridge or tunnel more than one-half mile long, or a highway section with defined end-points which was completed as a whole.

Only one exception in naming a highway facility has been made by the Transportation Commission or its predecessor, the Oregon State Highway Commission: The Glenn Jackson Bridge was officially named for the former Transportation Commission chairman after his death, but was designated during his lifetime.

## Quenching a fiery thirst



James Wittenberg (above) of the Cascade Locks highway maintenance crew halts traffic on Interstate 84 as a water-wielding helicopter flies overhead. Six helicopters and fixed-wing tankers attacked a fire near Multnomah Falls that swept through the Columbia River Gorge, threatened the historic Multnomah Falls Lodge and forced the evacuation of homes around the town of Bridal Veil. At left, helicopters scoop water from the Columbia River into buckets, then head for otherwise-inaccessible parts of the fire. See story, page 3.

# 'Ethics enhancement' funds OKd

The Transportation Commission in October granted ODOT Director Don Forbes' wish to launch an "ethics enhancement program" for department employees.

Forbes said he believes an "ongoing and extensive" program is needed, in part, because of the problems exposed by the Highway Division Storeroom audit and subsequent investigation, problems exposed in other state agencies by news media and the Secretary of State, and "the public's general mistrust of government."

"We're not telling people it's bad to steal," Forbes said. "You learn that in second grade."

ODOT Employee Development's Carl Ingram, who's managing the ethics enhancement program, said he hopes the program "starts the healing process," referring to the storeroom investigation.

Commissioners granted Forbes

**'We're not telling people it's bad to steal. You learn that in second grade.'**

**—Don Forbes**

authority to enter into a \$150,000 consultant contract for the project. The actual cost of the program will be determined after ODOT solicits proposals from contractors to implement it.

Forbes said behavior taken for granted in the private sector may be "quite inappropriate" for public-sector employees, as they are held to a higher ethical standard. To illustrate, he cited examples of ethical dilemmas, such as a highway maintenance employee who might be tempted to use fallen timber that had been gathered using depart-

ment equipment for home firewood.

Ingram said that, while the program contains ethics training, its scope encompasses far more than training, so ethics enhancement was chosen to more accurately describe its contents. Ingram indicated he intends for the program "to shape the organizational culture" so the department's "service and human resource activities reflect a commitment to the moral obligation and virtues" as characterized in ODOT's existing ethics policy.

Forbes said the ethics program has three objectives:

- To formulate specific values, goals and objectives;
- To develop implementation strategies regarding ethical considerations and obligations of ODOT employees; and
- To create an ongoing training program to be offered to employees as

See ETHICS, Page 4



## DIRECTOR'S COLUMN

# A triangle to survive Measure 5

By DON FORBES  
ODOT Director

A wise man once said that, "If the only tool you have is a hammer, then everything looks like a nail." What we're doing in ODOT is giving managers and employees better tools for success because "hammering" our way through doesn't always work.

Three things form the foundation for long-term employee and managerial success: teambuilding, performance measurement and employee incentives.

First, the teambuilding process gives people skills to succeed. Second, performance measurement lets people know whether they are succeeding and, if not, what action to take to turn that situation around. Third, incentives reward people for their good work.

That triangle is a way of communicating to people why those components are important and how they fit together. It's also the approach we're using in response to Measure 5, the property tax-limiting measure Oregonians passed in the last election.

If you look, you'll see people who have been around for awhile who have heard it all before—that people don't trust government, that other state government agencies want a chunk of our dedicated highway money and so on. But what we're seeing now isn't just a repeat of the same old song. Distrust is building on a national scale. Measure 5 clearly spoke to the fact that most folks in Oregon believe government isn't operating effectively.

A task force that's evaluating state government demonstrates Governor Roberts' commitment to learn whether we are really operating as we should. Are we in the right business? Are we doing things for the state that really aren't necessary? If we are in the right business, we need to

ask whether we're operating as efficiently and effectively as possible.

This organization—ODOT—does pretty well when compared to other parts of state government. But we've got a way to go in terms of really demonstrating our efficiency. If we're going to survive as an agency that can responsibly and quickly provide service, we need to continue the

***In September, we opened the Alsea Bay Bridge, nearly a \$45 million investment. It's an excellent bridge and it was badly needed. But that money would provide foster care for 14,000 children for a year.***

things we do well, but also adapt the techniques that other successful organizations use.

The rate of change you're seeing now is rapid, simply because we basically did things the same way for decades. From here on, we will continually focus on improvement, and continual improvement means continual change. While the rate of change is pretty severe right now, we are simply beginning to catch up.

Throughout history, many species of animals died out (most notably the dinosaurs) because they could not adapt to a changing environment. ODOT simply must adapt.

This triangle I spoke of is intended to help our front-line people to succeed over the long term. It's also a way to keep our people challenged so our organization will succeed.

Managers also have three things they can do to make positive change—work with people, processes and structure. Organizational structure simply helps establish how work gets done. Too often, that structure gets in the way of our work, rather than helping it. You can't make a submarine fly. The sub is a wonderful device for what it does, but even if you send one down a runway at 450 mph, it'll never get airborne. Some managers are trying to pilot airplanes, when in fact they've inherited submarines.

We know that if you've got a function being done in a number of different areas, that's a struc-

ture problem. Fragmented efforts are inefficient because the work isn't divided as it should be. First, you start by asking what you need to do that's best for the customer, then ask what organizational structure will allow you to deliver that product or service. If that structure differs from what you have today, maybe the structure is getting in the way.

Measure 5 is very real, and it could impact us in the 1993-95 biennium and beyond. I hope we all recognize that. As a result of Measure 5, for example, some social services agencies might be gutted. There simply won't be enough General Fund money to allow them to exist. They won't be able to serve the elderly, the young, the poor and disabled. To cope, it's likely those organizations will lay off people.

Now, if you were in the Legislature, before you would let that happen you'd look at the Department of Transportation, which suffered little impact, and say it's not fair. Legislators will ask why Transportation is fully funded when you have people out on the street because you don't have money to serve them.

In September, we opened the Alsea Bay Bridge, nearly a \$45 million investment. It's an excellent bridge and it was badly needed. But that money would provide foster care for 14,000 children for a year.

So when people within our department ask why ODOT's undergoing extensive change, the answer is three-fold: Some had lost confidence in the way the Highway Division used to be managed. Through Measure 5, Oregonians told us they have lost confidence in government. And third, we need to ask ourselves whether we can justify the money we spend. People are going to look pretty hard at our organization to see if we can justify these kinds of expenses.

As our employees work with teambuilding, performance measurement and incentive—and managers effect positive change with their people, processes and organizational structures—ODOT will be in a great position to justify our efforts and investments. When that happens, we'll be able to deal more effectively with the complex issues that lay before us.

## Letters

### Hoping to heal

Dennis Stephens,  
Equipment Supply Manager,  
Equipment and Services Unit,  
Highway Division, Salem:

I work for the Motor Vehicles Division and a local athletic club. In mid-September, the club sponsored an event in which we donated 150 steps for aerobic exercise to the five Salem high schools for their physical education programs.

I asked to borrow 30 orange highway construction cones to allow us to cordon off the area of the parking lot for the event. Walt Hill and Fred Mitchell were extremely pleasant and helpful in arranging this. I picked up the cones on a Friday afternoon and returned them

the following Monday morning.

I want to thank Walt and Fred for their help and let their supervisors know how pleasant they were to work with. Considering the recent history surrounding the Highway Division, I was pleased to have been allowed the use of the cones. It's one step toward improving the public's perception of the Highway Division. Thanks.

LORRIN MILLS  
Program Technician 1

DMV Administration Review, Salem  
(Hill is the inventory control manager with the Highway Division's Equipment and Services Unit, Salem, and Mitchell is the Salem section supervisor, District 3.—Editor)

### Heat was too much

J.X. Wilson,  
Region 5 Engineer,  
Highway Division, La Grande:

Yvonne Heimark may have saved my father's life.

Now 86 years old, my father, Richard Logan, is no longer in the best of health. He was traveling from his home in Arlington to Hermiston on a hot day in July when a tire on his car blew out. He attempted to change the tire, when the heat and exertion became too much for him.

Yvonne Heimark of the Oregon State Highway Division saw that my father was in distress and immediately took over the job of changing the tire, while her co-worker, Bob Lee, flagged traffic because the shoulder space was limited. She inquired about the welfare of my father and asked if he felt he would be all right. She finished changing the tire and advised him that the spare was low on air. Then Bob and she followed my father to the nearest service station, where Yvonne filled the spare tire with air. It was not known to our family that the Highway Division had this program of motorist assistance.

LOIS MASTERS  
Hermiston

(Heimark is a highway maintenance worker and Lee is a highway maintenance supervisor with the District 12 landscape crew, Pendleton.—Editor)

### Stranded near Chemult

Art Alaniz,  
Area Maintenance Manager,  
Highway Division, Chemult:

My vehicle broke down at a rest stop three miles south of Chemult. As there was no phone in the area, I could not contact anyone for help. Two people at the rest stop said they would alert the Oregon State Police, but to no avail. Then I met Coke Buchanan, who was checking the condition of the rest stop. He took me to Chemult, called a mechanic and stood by until he was sure I would be taken care of. I offered to pay

him, but he wouldn't take my money.

I can't say enough for how Coke helped me out. Thanks, too, to the Highway Division for having people like him on the job. It's not often you find someone who is willing to lend a hand.

CAL INGERSOLL  
Modra, Calif.

(Buchanan is a highway maintenance specialist with the Chemult highway maintenance crew.—Editor)

(See Page 6 for more letters)



### ODOT NEWS

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### Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification. All letters that address issues relevant to ODOT will be considered.



# Survey follow-up shorter

The follow-up process to the recent ODOT employee opinion survey will be faster and more localized than the process used following the 1988 survey.

"Senior managers convinced me that it was their job to lead the follow-up effort," said Don Forbes, ODOT director. "The region engineers and branch heads will take the lead. They are in a position to solve some issues locally and will involve their staffs in coming up with solutions. They will report their progress to me monthly." When the follow-up process will begin has not been determined.

The department's management team and the consultant that conducted the poll identified five key issues to focus on during the follow-up process:

- Productivity improvement.
- Managers deal ineffectively with poor performance (of employees and other managers).
- Employees want more recognition.
- Employees feel unappreciated by the public.
- Opportunities for advancement are limited.

After the 1988 poll, so many people were involved in the follow-up process that it became impossible to resolve all the issues that arose, Forbes said. "People got discouraged," so ODOT Management Team chose to limit the number of issues the department tackles.

# I-84 shuts down for Falls fire

Tinder-dry conditions teamed with winds gusting to 46 mph whipped a forest fire in the Columbia River Gorge that periodically closed Interstate 84, caused landslides, and sent boulders and debris tumbling down cliffs onto the Columbia Gorge Scenic Highway.

Highway maintenance crews flagged traffic to allow twin-propelled Chinook helicopters to fly over the freeway with huge buckets of water dipped from the Columbia River.

The fire, which broke out in mid-October behind Multnomah Falls Lodge, burned through 1,430 acres of forested land.

Because the fire mostly burned on the forest floor, it exposed areas to heavy erosion and landslides. Rocks and brush on steep cliffs fell, closing the Columbia River Gorge Scenic Highway (U.S. 30) between Multnomah Falls and the Bridal Veil junction until Oct. 23. "The fire wasn't so much into the trees but in the understory—the grasses, shrubs and underbrush—most of that burned extensively," said Bob VanVickle, Region 1 geologist, Milwaukie.

And with every helicopter water drop, the erosion worsened. Each dropped about 2,000 gallons of water on unsettled slopes, called talus, that had been standing at roughly 30 degrees.

As the Cascade Locks highway maintenance crew keeps U.S. 30 clear of fallen rock, VanVickle said geologists will continue to monitor rockfall



Highway Maintenance Specialist Joe Stubbs plows fallen rocks and other debris from the Columbia River Gorge Scenic Highway during the Multnomah Falls fire.

to ensure it doesn't worsen. "Over time, I think the falling rock is going to diminish, until it settles down into a smooth slope and the vegetation grows back." Dan Gibson, highway section supervisor at Cascade Locks, said that might be well into 1992. "We expect a massive amount of rockfall after the freeze-thaw cycle begins this winter," he said. Gibson's crew is "constantly" patrolling U.S. 30 with

plows to protect motorists against fallen rock. The area where the most rock has fallen is in the parking lot adjacent to Multnomah Falls Lodge and a viaduct to the west, Gibson said.

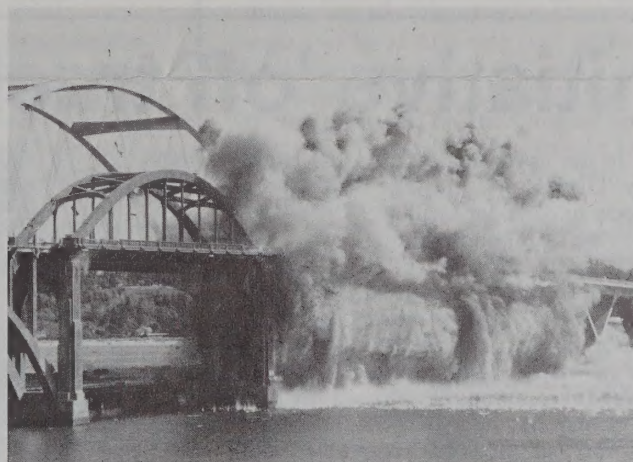
"The problem is that we're dealing with a scenic highway, and most of the things we typically do—putting up barriers, for example—aren't acceptable," VanVickle said. The road's width, less than 20 feet, also complicates the situation, he said, so the region's public affairs office is encouraging motorists to use alternate routes.

The fire also closed hiking trails, forced the evacuation of Bridal Veil residents and burned within 10 feet of the Multnomah Falls Lodge. The Bridal Veil interchange on I-84 and the Multnomah Falls parking lot also closed. Rooster Rock State Park closed to accommodate fire crews, their tents, equipment and trucks. Gov. Barbara Roberts declared a state of emergency to rally all the state's resources to battle the blaze, as well as the state Conflagration Act to use firefighters and equipment from other departments throughout Oregon.

To the south, the Willamette National Forest also burned under whipping winds and dry conditions. Oregon 58 was closed intermittently because of firefighting traffic and as helicopters crossed overhead with their water loads. Heavy rains helped halt that fire near Oakridge, named the Warner Creek Fire, after firefighters had fought it for nearly two weeks.

# Blast downs Alsea span

A series of explosive charges fell nearly 364 feet of the original Alsea Bay Bridge main spans, marking the end of the 55-year-old coastal landmark. Sheets of plywood along the western edge of the new bridge protected it from the Oct. 1 blast, although it suffered some minor damage. Teams of divers will continue to help remove remnants from the Alsea Bay through December to minimize damage to marine life.



# Videos combined into one

ODOT has consolidated its three employee videotape programs.

"Highway Mileposts," which covered only Highway Division topics, and "DMV Directions," which focused on news of the Motor Vehicles Division, recently have been consolidated into "ODOT on the Move," the bi-monthly news and information program for all ODOT employees.

Ron Scheele, public information officer, said the new video format for "ODOT on the Move" will cover the activities of ODOT's six divisions—Highway, Motor Vehicles, Aeronautics, Public Transit, Central Services and Traffic Safety.

Employees previously involved in the Highway Division and DMV videos will participate in production of the new program, Scheele said. It will continue to be distributed statewide to all divisions, plus regional and district offices.

"I think a lot of people are interested in what is happening within ODOT, and we intend to help keep them informed on a department-wide basis," Scheele said. "The new format is designed to help people identify ODOT as one department, not just six separate divisions."

# Tolerance zero for DUI

If you're not old enough to drink alcohol, you're not old enough to drive with alcohol in your system. That's the message behind an Oregon law that went into effect this fall.

Drivers under age 21 who are arrested for driving under the influence and test positive for any amount of alcohol in their blood lose their driving privileges for 90 days. That standard already is in place for drivers younger than 18 under the Motor Vehicles Division's Provisional Driver License Program. Since that program went into effect in 1989, nearly 50 percent fewer teen drivers have been involved in alcohol-related fatal accidents.

Teenagers account for about 6 percent of drivers, but are involved in an estimated 13 percent of traffic fatalities, according to Pete Nunnenkamp, DMV driver safety manager.

## NEWS BRIEFS

### 'Motor-voter' law to impact election activity

Oregonians new to the state now can register to vote when conducting driver license business at Motor Vehicles Division offices.

DMV expects the new "motor-voter" law to increase the number of registered Oregon voters. Projections call for more than 900,000 Oregonians of voting age to visit a DMV office for driver license transactions during the next two years, according to DMV spokeswoman Ann Snyder.

### Feds intent on funding westside light-rail

It isn't carved in stone, but it appears the federal government has committed itself to funding Portland's westside light-rail corridor project.

A letter of intent signed by the federal Urban Mass Transit Administration virtually assures 75 percent funding for the \$1 billion project designed to carry light-rail trains from downtown Portland to Hillsboro. The next step is for TriMet to sign a full-funding grant or a series of such agreements for the joint venture involving the Public Transit and Highway divisions, and the federal and local governments.

### Transit captures peer recognition from OTA

The Public Transit Division in September won "the ultimate reward"—recognition from its peers—for its work during the 1991 legislative session.

Denny Moore, Public Transit's administrator, said the Award of Excellence by the Oregon Transit Association recognized the ODOT agency for its "staffing support and encouragement" during the session. A plaque for the honor went to the division at the annual Oregon Transportation Conference, held in Eugene.



(This is the first in a series of articles that addresses issues and questions ODOT employees raised through this summer's department-wide opinion survey. Don Forbes, ODOT director, answered the following questions.—Editor)

**Via:** Judging from some of the comments submitted with the survey, employees expressed two concerns: One, that management only will look at the positive results and ignore the negative responses, which they claim would further hurt morale. Second, there was a concern that the survey would not remain anonymous. Would you respond to those issues?

**Forbes:** I'm not sure that either one of them reflect the organization's overall perception. People who say nothing is going to come out of the survey are the same people who said that two years ago, when in fact most people say we've made a substantive amount of change since then. They recognize we aren't perfect, but that we have made some changes. One of the most visible changes is the upgrading of the Highway Division's heavy equipment. The concern that employees' anonymity might be jeopardized in the survey process, quite simply, is baloney.

**Via:** One of the other concerns expressed through the survey was that management is not accessible. In fact, one person commented that management is "mysterious." What plans do you have for top-level managers to get into the trenches?

**Forbes:** Several things. First, I've asked every member of the ODOT Management Team to spend at least a half-day every quarter working in a front-line position—in a DMV office



or with a highway maintenance crew, for instance. That will make sure they stay connected. But that process hasn't yet happened because we've been so involved with the department's and state government's restructure, as well as the potential impacts of Measure 5. So I've given them a one quarter reprieve. The other thing we need to do is ensure that managers be with people, not just

time with our employees. But the way the director can be effective is to really focus on the long-term, to make sure legislators have confidence in ODOT in the long-term and that we have the money to do what we do best.

**Via:** Some employees have noted that the department is undergoing so many changes—with teambuilding and performance measurement, for example—that they can't keep up with their regular workload. Your response?

**Forbes:** Could we have done it more efficiently? Yes. And now we're making some changes to put those programs in a logical sequence. It's fortunate that we're now in a position to make those changes; before we tried those things we had no performance measurements or team-building.

Second, making organizational changes isn't simply a connect-the-

### **Things are so interconnected that you can't make one organizational change without affecting another part of the whole.**

sit behind a desk. We need managers to understand they need to act as coaches to allow their people to succeed, and to teach people better work habits and skills.

As director, I'll continue to sit down with crews for a brown bag lunch and talk. I've also set aside two days a month to visit ODOT crews, as well as people from outside, such as the news media and other organizations. Of course, time is a real issue—it is with everybody. If I had my choice, I'd spend 90 percent of my

dots process. Things are so interconnected that you can't make one organizational change without affecting another part of the whole. The rate of change is unprecedented, but it's driven by need.

I heard a quote the other day: If the only tool you have is a hammer, everything looks like a nail. The simple fact is, if we want our people to come up with creative solutions, we've got to give them something other than just a hammer to tackle the problem.

## Measuring successes

So, how do you know how well ODOT performs? That's the question Craig Holt, Office of Productivity Services, wrestles with every working day. So far, he hasn't the answer, but he has developed a performance measurement process designed to help the department find out.

Holt describes performance measurement and how he envisions it helping ODOT:

■ To keep up with the competition, you need to know how you compare. The first step to improving your work team's performance is to define a work team's mission and goals—what service or product it produces.

■ To know how well your work team is achieving its mission and goals, determine key measures of performance. Track your performance over time. Establish a baseline level of performance, or average performance level.

■ Determine your team's potential—how good it can be.

■ Set priorities for your work team's productivity measures.

**'Performance measurement won't go away. It's critical to improving ODOT's overall performance.'—Craig Holt**

"Performance measurement becomes a tool to focus work groups on results, not just activities," Holt said. "With regular feedback, work groups can quickly see where they are excelling and where any problem areas are. This allows groups to decide how and where to make improvements and to evaluate new ideas in relation to established performance criteria. Recognition of improved or outstanding performance then can follow."

Performance measurement is being applied in each of ODOT's six divisions. "Performance measurement won't go away," Holt said. "It's critical to improving ODOT's overall performance in delivering products and services to our customers by increasing our efficiency (the number of products or services and what they cost) and effectiveness (quality and customer satisfaction)."

At the Motor Vehicles Division, 17 pilot work groups have participated in performance measurement workshops. Monthly follow-up meetings are being held with each pilot work group to review their performance and refine the development process as necessary.

Within the Central Services Division, a steering committee is developing key result areas for the division as a whole. The next step is the development of work group performance measures.

The Highway Division has been working with performance measurements since July 1988, and has since expanded to 155 crews, now in varying stages of tracking performance.

## Initiative 'off track,' needs support

In the upcoming months, the Highway Division's management team expects to consider facilitators' concerns about the teambuilding initiative.

R-Team members in October focused on the concern that some managers and supervisors are not supporting team training. At the two-day meeting, region engineers and upper-level managers agreed on two things: that having managers undermine the effort "simply is not acceptable," and that managers must "line up behind this effort."

While teambuilding is a critical part of the division's new approach, R-Team members acknowledged that it and other new initiatives need to be better sequenced. Sandy DeLuna, organizational development manager, said, "The programs are linked but we got off track in sequencing them. Employees are still experiencing confusion and frustration" about the programs.

The R-Team agreed that in the future, employees first should take the Working program, then team training, then enter the performance measurement program. The management group also agreed that management teams should have team training before their crews are trained to ensure managers understand and practice teamwork themselves.



The Highway Division's Region 2 Location Crew interacts during a teambuilding training session in Salem.

The team further agreed that, in working with performance measurement, teams should see the results of data they collect on activities. While the division is completing the automation of the performance data collection process, work crews already are finding that measurement data can be useful in other ways.

For example, scheduling is a problem at the Woodburn Port of Entry, which is open 24 hours a day. Weighmasters there wanted to try a different shift arrangement, and management approved a pilot project that would consider how productivity, courtesy and other factors were affected by crews working 10-hour days.

Early results of that pilot have been

positive and showed that productivity was not affected by the change. Crews themselves will decide how to arrange their work shifts.

In other news, the R-Team:

■ Approved a proposal from the Highway Division's District 8, Medford, to establish a pilot program that will collect information on the use of deicers. The program, involving the chemical deicer Freeze-Guard + PCI, clearly determines where and how that chemical will be used. Jim Gix, Region 3 engineer, Roseburg, said the primary issue surrounding the use of deicers is finding safe and effective ways to deice roads that don't hurt the environment or corrode structures.

■ Committed to bringing more ideas from other Highway Division work teams to the group for discussion. Region engineers and branch heads will encourage their own teams to submit ideas for consideration.

■ Heard an update on research about paying workers for their skill and knowledge. The team agreed that an organization must be able to control its compensation system for its programs to succeed.

The team deferred any immediate action, pending discussions with state labor unions and the state Executive Department, which sets pay structures.

■ Heard an update on the first Maintenance Academy, completed this summer. Sixteen new highway maintenance workers graduated from the academy and gave the program high marks, according to Wayne Cobine, operations engineer.

"Their knowledge almost doubled, from an average pre-test score of 47 percent to an average post-test score of 83 percent," he said. The program included equipment operation, first aid, cardiopulmonary resuscitation, traffic control, electrical trouble-shooting and other maintenance topics. The R-Team agreed to hold another training academy next spring.

### RETIREMENTS

**Marian Bullock**, office specialist 2, Highway Division, Salem, retired in October after 21 years and four months of service.

**Willis Hight**, right of way agent 2, Highway Division, Tigard, retired in October after 24 years of service.

**Beverly Tiner**, motor vehicle office manager 1, Motor Vehicles Division, Enterprise, retired in September after 11-plus years of service.

## Ethics program to start in 1992

(Continued from Page 1)  
they begin employment with the department.

Plans call for components of the ethics program to be incorporated into existing employee training courses, Forbes said. The ethics program will get under way sometime during 1992, Ingram said. Whether the training component of the program will be mandatory "hasn't been decided," although it will be offered to all ODOT employees."



## Close to mom



Claire Carder holds her daughter Julia, 3, at the Sunstone Children's Center, a pilot daycare facility initiated by ODOT and the Public Utility Commission. The two met at the center during a work break, a block from Claire's workplace at the Highway Division's Environmental Section, Salem.

## Non-Salem daycare center eyed

The Sunstone Children's Center, a 15-month-old pilot project, has its infant/toddler program filled, yet its preschool program is at 68 percent capacity.

Claire Carder, a parent and member of the center's advisory board, attributes that to an imbalance in the Salem market—sufficient number of preschools and insufficient infant-toddler care.

The center, for children six weeks to six years old, was developed by ODOT and the Public Utility Commission and opened in July 1990. At the conclusion of the pilot in June

1993, a cost-benefit study will determine whether the program continues, according to Virginia Carey, ODOT's childcare project coordinator. Part of the goal of having the childcare center is to determine whether ODOT and PUC employees can be more productive by having the center located near the Transportation Building—about a half-block away.

Monthly fees are \$430 for the infant/toddler program and \$305 for the preschool program, according to Carey.

On the urging of Oregon lawmakers, Carey solicited employee

comments on the feasibility of creating a second childcare center outside the Salem area. Employees from only two areas responded, Roseburg and Bend. Carey attributed that to a lack of a concentrated ODOT population outside Salem.

"I'm not sure the department is still interested in pursuing a second center, especially when state agencies are considering 25 percent funding cutbacks since Measure 5," she said. Carey is pursuing the idea of contacting other state agencies to determine whether a second center for state employees is feasible.

## A sharing of interests, experiences

The Business Partnership in Education Program the department has had with Judson Middle School for the past seven years has expanded to include another partner—Fruitland Elementary.

Fruitland, also part of the Salem-Keizer School District, has fewer than 100 students.

Linda Apple, Highway Planning, and Allen Heckel, Information Services, this year's coordinators for ODOT, said the partnership program involves a sharing of experiences. As employees give classroom presentations on work-related topics, for example, students and teachers benefit by grasping a realistic picture of the business world and employees gain an understanding of the educational system. Businesses, such as ODOT, gain by providing visible public service and encouraging their people to volunteer.

While activities are being developed for the Fruitland Elementary partnership, the Judson partnership is expanding. "Friday Highlights," a weekly extracurricular activity designed to promote school spirit, involves students in athletic, academic and artistic competitions. During the last 15 minutes of Friday lunch periods, ODOT employees are being asked to time, judge and help wherever needed.

Other partnership activities that need ODOT volunteers include:



Orrin Russie, ODOT Photo Services, speaks of his work as one of Via's two primary photographers to a group of Judson Middle School students.

■ **Shadow Days.** ODOT employees accompany students at a school for a morning, and students "shadow" employees in their workplace. Shadow Days are scheduled for late-February through mid-March 1992.

■ **Oregon Transportation Safety Week.** Student artwork and photography are displayed in the Transportation Building lobby in mid-May.

■ **Sports Nights.** ODOT employees use a school gymnasium for volleyball

and pick-up basketball. Plans call for involving Judson staff in a volleyball game with ODOT employees.

The Judson partnership recently won the "Outstanding Secondary Special Project" award for a safety belt calendar published by the DMV Public Affairs and Legislation Section and composed of posters drawn by Judson students.

Contact Apple, 378-4083, or Heckel, 378-6974, to volunteer for the Judson/Fruitland partnership program.

## Historical items to be catalogued

The day after Thanksgiving, Nov. 29, has been set aside for employees to catalogue items from ODOT's past.

On Historical Registration Day, offices are being instructed to gather memorabilia and record their significance on a historical artifact registration form, according to Cheryl Jarvis-Smith, who's serving as ODOT historian during a year-long developmental assignment. Registration forms, available from local history coordinators, should be returned to the coordinators by Dec. 31.

Paper items, photographs and records won't be inventoried, she said.

All identified historical items will remain in their current location, according to Jarvis-Smith. The purpose of the inventory is to provide a data base of items that have been collected since ODOT agencies came into existence.

Three criteria are being used to determine whether objects are historically significant, including their documented individual history, physical character and condition, and historic period or episode.

Local history coordinators can field questions about identifying historical objects. Contact Jarvis-Smith, 378-3378, for more information on preservation or disposal of records.

## Transport plan goes public

A draft plan to combine Oregon's diverse transportation modes and unite state and local planning will go before Oregonians this month.

Sixteen informational meetings will invite comment on the Oregon Transportation Plan's focus on freight hubs, intermodal connections and land-use relations, among other topics.

Following are the scheduled Oregon Transportation Plan public meetings for November: Nov. 18 at 2 p.m., City of Bend Public Works, Bend. Nov. 19 at 7:30 p.m., Northern Wasco County Public Utility District, The Dalles. Nov. 20 at 7:30 p.m., Blue Mountain Community College, Pendleton. Nov. 21 at 7:30 p.m., Baker County Courthouse, Baker City. Nov. 25 at 7:30 p.m., East Salem Highway Building. Nov. 26 at 7:30 p.m., Astoria City Library.

### HISTORY

#### NOVEMBER 1986

■ In the first three months since the department and 18 other state agencies jointly contracted with Cascade Counseling, an employee assistance provider, 73 ODOT employees and their family members sought assistance. Cascades' emphasis was on self-referral, not management referral.

#### NOVEMBER 1981

■ As transportation dollars dwindled in Oregon and the nation endured an economic recession, planners' attention turned to the use of alternative work schedules to reduce peak-period traffic congestion.

#### NOVEMBER 1976

■ ODOT's Job Information Service anticipated its business would pick up once department employees were laid off, as the nation plunged into an economic recession. Earlier that year, it was announced that 360 department employees would lose their jobs.



All-Stars



Evelyn Minor-Lawrence (left) and Kelly Bese of ODOT Career Development won the new Constellation Award for exceptional Central Services Division work teams.

Service providers hailed for efforts

Individuals and work teams that serve ODOT's five operating divisions gathered in late September to recognize those who serve best. Central Services Division employees honored their best with the All-Star and Constellation awards at an evening potluck and awards ceremony in Salem's Pringle Park Hall. Carmelita Michaelis, office specialist 2, Administrative Services, won the All-Star Gold Award for repre-

sented employees, while Don Stupfel, manager of the Information System Section's Resource Planning and Acquisitions Unit, received the Gold Award in the management category. Administrative Services Manager Judy Peterson, who nominated Michaelis, wrote in her nomination that "Carmelita meets customer needs with a high level of tact and diplomacy." Nominator Tom Davis, ISS lead planner, wrote this of Stupfel: "Don's appearance, confidence, tact



Stupfel



Michaelis

and helpfulness both to staff and visitors, along with exceptional technical skills and knowledge, has earned him the respect of all who work with him." Six division employees were winners of the All-Star Silver Award. They are: Florence Neavoll, State Highway Engineer's Office; Marta Eriksen, Director's Office; Jim Kinns, Transportation Accounting Services' Operations Unit; Bonnie Layton, Financial Services; Meschelle Cookson, Strategic Planning; and Brenda Zuniga, ODOT Public Affairs. The team of Evelyn Minor-Lawrence and Kelly Bese, ODOT Career Development, won the Constellation Gold Award. Bob Whipps, Employee Development manager, nominated that team: "Evelyn and Kelly...developed a program that has organization, purpose and impact. Customer satisfaction in the office is unsurpassed."

Six teams won the Constellation Silver Award: ODOT Strategic Planning, Mail Center/Service Center, Transportation Accounting Services' Operations Unit, Personnel Services, the FRAT Team of Financial Services, and Administrative Services. The All-Star Award program was established in 1990 to recognize individual Central Services Division employees for being responsive to customers and providing quality, cost-effective and timely service. This year the Constellation award was added to honor work teams that demonstrate outstanding problem solving, productivity and customer service. The Central Services Division provides operating support for ODOT's other five divisions: Highway, Motor Vehicles, Aeronautics, Public Transit and Traffic Safety. Nominations for the awards are sought from all department employees.

Letters

(Continued from Page 2)

Team management

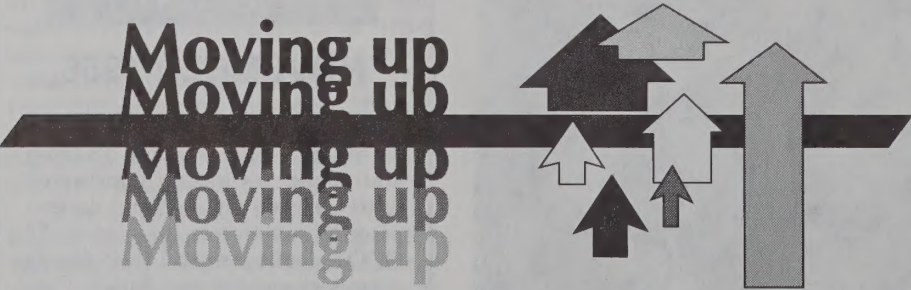
Dave Neys, Area Maintenance Manager, Highway Division, Bend: I appreciated the construction methods and traffic control procedures used by the Sisters highway maintenance crew during a recent pavement project on Oregon 20 between Bend and Sisters. Your description of the team management program now being implemented in the Oregon Department of Transportation clarified why I was so impressed. Team management explains why traffic flowed so smoothly and why waiting time was kept at a minimum. It probably also is responsible for the efficiency of your operation, which resulted in a shorter project—and an excellent temporary solution to what had been a serious problem. For 17 years, I was employed by general contractors in the construction of roads and highways in California and Oregon. On the projects where I had influence or control, keeping traffic moving was a primary goal, and our construction and repair operations were designed and implemented to do just that. The Sisters crew did an exemplary job because, I believe, management in your department had the vision and courage to allow those who really know what the problems are to develop and implement solutions.

LARRY CHARLES  
Sisters

Threat to home safety

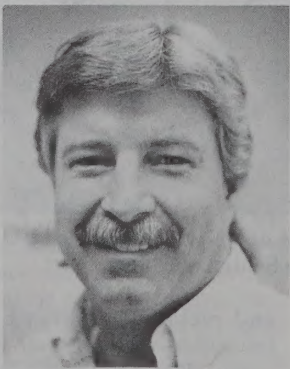
Don Jordan, Assistant District 4 Manager, Highway Division, Corvallis: I wish to commend you and your employees in the Lincoln City highway maintenance station. I really appreciated your response to my request for removing trees from Highway Division right of way, as they were a danger to my home and surrounding buildings. Jim Mitchell, Lincoln City highway maintenance supervisor, and his crew conducted the work efficiently and professionally. I look forward to working with them in the future.

PATRICK RILAHILL  
Rose Lodge, Oregon



Motor Vehicles Division

Sandra Allison, office assistant 2 to office specialist 1, Salem. Calvin Caruthers, motor vehicle representative 1, Gresham, to motor vehicle representative 2, East Portland Drive Test Center. David Forsythe, motor vehicle representative 2, East Portland Drive Test Center, to motor vehicle representative 3, Northern Region (Milwaukie). Nancy Haakenson, office assistant 2 to office specialist 1, Salem. Julie Hartley, motor vehicle representative 1 to motor vehicle representative 2, Coos Bay. Candace Long, motor vehicle office manager 1, Cottage Grove, to motor vehicle office manager 2, Central Region (Eugene). Patrick Mears, administrative specialist 1 to administrative specialist 2, Salem. Jessie Poage, motor vehicle representative 1, East Eugene, to motor vehicle representative 2, Roseburg. Harley Poole, motor vehicle office manager 1, McMinnville, to motor vehicle office



David Forsythe  
Motor Vehicle  
Representative 3  
Milwaukie

manager 2, North Portland. Cheryl Smith, office specialist 2 to support services supervisor 1, Salem. William Walther, motor vehicle representative 2 to motor vehicle representative 3, Roseburg.

Highway Division

Alan Brooks, engineering specialist 1 to engineering specialist 2, Portland. Basil Christopher, engineering specialist 1 to engineering specialist 2, Portland. Pat Cimmityotti, associate transportation engineer, The Dalles, to transportation engineer 1, Salem. Bruce Erickson, highway maintenance specialist to highway maintenance assistant supervisor, Albany. Joe Gastanaga, highway maintenance specialist to highway maintenance assistant supervisor, Ontario. Guy Johnson, associate transportation engineer to transportation engineer 1, Salem. Jonathan Kaplan, engineering specialist (entry level) to associate transportation engineer, Salem. Robert Kaspari, transportation engineer 2 to transportation engineer 3, Salem. Donald King, engineering specialist 1, Newport, to engineering specialist 2, Eugene. Michael Omara, management analyst 1 to user support analyst 2, Salem. David Polly, associate transportation engineer to transportation engineer 1, Salem. Karen Roth, trades/maintenance worker 1 to engineering specialist 1, Salem. Jay Roundtree, associate transportation engineer to transportation engineer 1, La Grande. Janet Shearer, engineering specialist 1 to engineering specialist 2, Salem. Robert Sork, highway maintenance specialist to highway maintenance assistant supervisor, Portland. Jeannie Wixom, engineering specialist 1 to engineering specialist 2, Portland.



Jeannie Wixom  
Engineering Specialist 2  
Highway Division  
Portland



## PROFILE: BOB SHERMAN

# Battling traffic congestion with creativity



Bob Sherman has plans to minimize traffic congestion, exhaust emissions—and quite possibly fuel costs. One approach is to encourage the use of park-and-ride lots, such as the one in the background located on Interstate 5 between Tualatin and Sherwood.

By ED SCHOAPS  
ODOT Public Affairs

Part cheerleader, part 1960s activist and part planner, Bob Sherman's main mission is to create solutions to Oregon's traffic congestion while maintaining its livability.

Bob is ODOT's demand management/rideshare manager, whose job involves a cross-fertilization of ideas and disciplines, mainly between ODOT's Highway and Public Transit divisions. That role splits his time between the Highway Region 1 office in Milwaukie and the Public Transit Division in Salem.

Typically, Bob works with urban-area transit agencies, local governments, highway engineers, ODOT and Public Transit Division planners and program managers, and federal officials. His goal: To promote and encourage the use of alternative transportation modes to curb the number of peak-hour single-occupant vehicle trips throughout Oregon. Simply put, he wants to reduce the demands placed on the state's transportation system.

After graduating from Arizona State University with a bachelor degree in political science and a master's in public administration, Bob went to work for Arizona's DOT. For nine years he ran an air quality program similar to the new Transportation Demand Management (TDM) program he began for ODOT last year.

TDM combines highway and transit improvements with such things as freeway ramp meters, high-occupancy vehicle lanes, reversible lanes, carpooling, flexible work hours and telecommuting to reduce traffic volumes. "You try to take cars off the road and try to get people out of vehicles that are emitting air pollutants," Bob says.

"When you start to look at transit and TDM, you're looking at the kinds of programs where government maybe goes a little farther than it typically has in trying to improve the lot of human lives."

Bob also is responsible for coordinating Oregon's statewide rideshare program, designed to help communities, employers and commuters set up carpool programs and encourage alternative transportation.

Demand management goes beyond using the traditional rideshare techniques of carpools or vanpools by

incorporating trip reduction, highway management, land-use and transit strategies to minimize peak-hour traffic. Besides reducing traffic, TDM's benefits include cleaner air, lower transportation costs and better overall livability.

Demand management offers solutions. By reducing traffic congestion and air pollution, energy costs may drop. By reducing demand, it attempts to bridge the gap between needed projects and available transportation funds, because the Highway Division estimates it can fund only \$1 worth of highway improvements for every \$3 worth of demonstrated needs.

"I look at demand management as a way to offset our inability simply to build our way out of problems. You can't continue to build more and more roads. We just don't have the money to do it. And in some ways, they contribute to the problems that already are out there," he says.

Bob's choice of a career in government and his desire to seek alternative solutions to problems are values he learned as a child. "I went to school to be in government and I want to have more opportunities to have a role in making decisions that impact people's lives in a positive way. I really think that this is somewhat of a calling."

When Bob was growing up in San Francisco, his father was involved in John F. Kennedy's presidential campaign. The political discussions at his family's dinner table molded his future interests. "I started to see being in government as an opportunity to make things happen that I read about in the newspaper and saw on TV, and maybe to do a better job than some people were doing."

Bob chose a public-service career instead of pure politics, believing he could be more effective. "I think it's all political to a certain extent. The art of influencing people's behavior at any level is a political process. It's people trying to get other people to do what they think is right," he says.

Being in high school in the late 1960s taught him a lesson about politics and change. Bob's high school was within sight of San Francisco State University, the former scene of student anti-war protests. He remembers looking out the window of his senior year English class and watching police tacti-

cal squads march from his school's campus to the university carrying billy clubs and tear gas on their way to confront protesters.

"If you had to go to that extent to change the way you did things, if you had to use that kind of force to change behavior, maybe there was something wrong with the system in the first place."

He chose instead to effect change by working from the inside. "If you're outside the system," as protesters were in the 1960s, Bob says, "you can talk about it, you can march around and carry signs, but that rarely accomplishes anything. If you work from inside the system, you're more able to make changes that use whatever culture and values you might have to help solve some problems."

Being a radical or a zealot isn't his style at work, either. "I don't think that's a practical approach. You tend to get the wrong kind of response, and if your end goal really is to see something change, that doesn't get it done. You have to work with those who are in a position to change it."

The changes in thinking Bob brings to transportation problems mesh with

ODOT's trend of unifying highways with transit, rail and other alternative forms of transportation, particularly in urban areas. The result is a broader approach to solving transportation problems. No longer are highway-only solutions to traffic problems automatically accepted as the preferred alternative.

But it's tricky to fund and implement Bob's projects because, he says, they "aren't really highways or transit—kind of a little bit of both, yet not really either. People in those divisions recognize that we're going to have to do business a little differently and are generally supportive of it. I think it fits better into an organization that has a multimodal view than it does into one that has distinctive modes under separate funding sources. If you start to meld

***'If you work from inside the system, you're more able to make changes that use whatever culture and values you might have to help solve some problems.'***

**—Bob Sherman**

the divisions into operational and planning functions, then you start to look at transportation problems instead of highway- or transit-specific problems.

"We try to encourage people to do things that are really in their own interest anyway. In a sense, my role is that of a cheerleader—not just calling for things to change, but trying to get certain messages across that make people more aware of the issues in transportation."

If that task appears large, consider that Bob's high expectations extend to his home life as well. Now that he and his wife, Karen, have settled into their new country home near Dundee with their young son and daughter, he's ready to consider other personal challenges. First, he wants to figure out how to best utilize his three-acre homestead and pole barn. Next, Bob may begin training for a marathon race. His last was in 1989.

The marathon represents for him a form of discipline.

"That's good for me. It seems when you're in that kind of condition and you're disciplined, you do better at a lot of things in your life, including your work. Besides, it's good to have challenges on the job and in other areas. But the ones where you challenge yourself are the most fun."

## RETIREES REPORT

**Arthur "Bud" Parkes**, Salem, Right of Way description writer, Highway Division, retired in 1987.

Bud and his wife Evelyn have enjoyed frequent trips to Reno, Nev., while she still works. Soon after she retires next February, they plan to visit family in California.

Bud has spent a lot of his time since retirement caring for his four grandchildren. He entertains them with trips to the coast, Portland, and the Enchanted Forest to name a few.

Both Bud and Evelyn are bowlers. While he has bowled on the

same league since 1965, fishing at Detroit Lake remains his favorite sport. Bud, a fuchsia grower, recently traveled to Seattle to take in a fuchsia show. When closer to home, he attends the Highway Retiree's quarterly luncheon meetings.

**Vernal Moore**, La Grande, Region 5 geologist, Highway Division, retired in 1987.

Vernal and his wife Barbara consider visiting their two daughters and families their favorite pastime. One lives in Salem and the other is in Soap Lake, Wash.

Vern's interests include hunting elk and deer, and fishing. When in La Grande, he gardens, stays active in the American Legion and Eagles Lodge, and meets with work friends over coffee.



Parkes



# CANDID COMMENTS

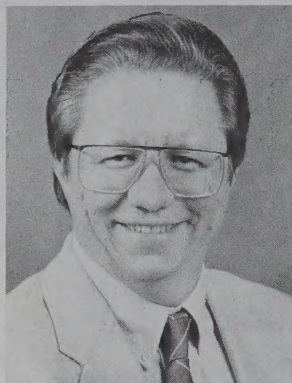
**If given the opportunity, what question would you ask the ODOT director?**

**Mickie Ayer**  
Office Specialist 1  
Highway District 7  
Coos Bay



## Mickie Ayer

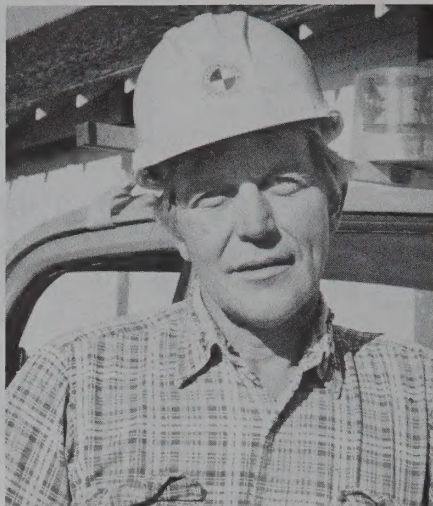
The outer areas are just as vital to ODOT as Salem. Your undivided presence on a job site in these areas would be a true outreach effort. Do you think two to three days a month is sufficient time for your outreach program?



**Gary Johnson**  
Region 2 Project  
Development Manager  
Highway Division  
Salem

## Gary Johnson

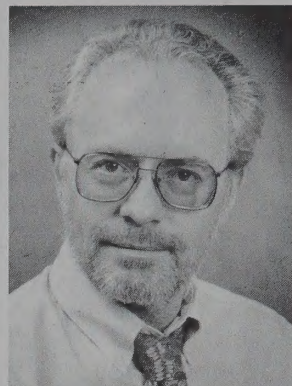
Why did you decide to make the move from the private sector to ODOT and how do you feel about the move now?



**Duane Dennis**  
Highway Maintenance Specialist  
Highway Division  
Enterprise

## Duane Dennis

Our crew has had team training, was involved in the Gainshare program, and now is working with a new planning program. We feel teams and productivity are important, and so is planning to a certain extent. But planning our work time and then giving reasons for not completing our projects exactly as planned seems a waste of everybody's time. Why do we waste so much time on meetings and classes instead of getting our work done, keeping our productivity up, and gaining a sense of accomplishment?

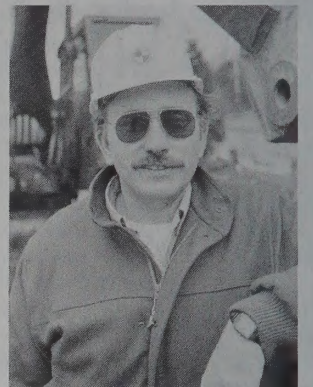


**Rick Ritter**  
Systems Analyst  
Information Center  
Information Systems Section  
Salem

## Rick Ritter

Changes you are making to the department are dramatic and extensive. What plan do you have for senior employees who cannot or will not adapt to the new paradigm, or model?

**Mike Struloeff**  
Assistant Project Manager  
Highway Division  
Portland

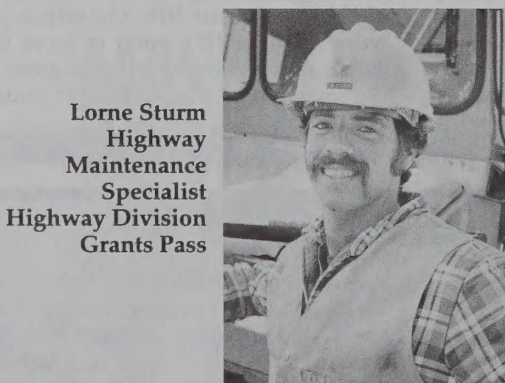


## Mike Struloeff

Could you develop a way for job applicants to get an in-depth review of their applications? We want to encourage people who apply for jobs to do better, and this would help them learn how.



**Don Records**  
Highway Maintenance Specialist  
Highway Division  
Meacham



**Lorne Strum**  
Highway Maintenance Specialist  
Highway Division  
Grants Pass

## Don Records

Do you foresee using performance measurement as a tool to determine what services might be contracted out in the future? And if so, how far in the future might that be?



**Bob Krebs**  
Intercity Passenger Coordinator  
Strategic Planning/Public Transit  
Salem

## Lorne Strum

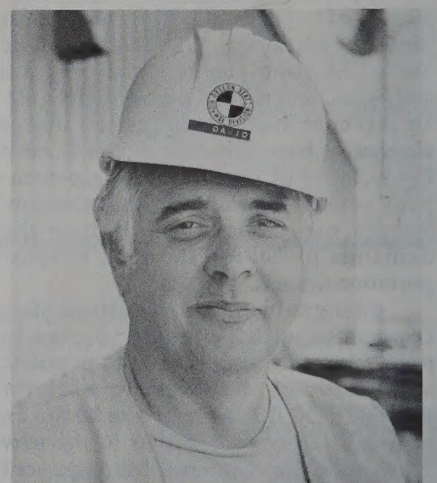
Some of our employees are "stuck" in jobs that no one else wants. They're great employees, but they aren't given the same opportunities to learn new tasks as other employees. What can be done to make the system more fair?

**Marie Grant**  
Office Manager 2  
Motor Vehicles Division  
Gladstone



## Marie Grant

With our new DMV administrator, do you think that DMV employees will no longer feel like stepchildren? Will there be more concern given to the Motor Vehicles Division?



**David Van Schoiack**  
Highway Maintenance Supervisor  
Highway Division  
Hermiston

## David Van Schoiack

How soon, if ever, do you see the rate of pay for Oregon's maintenance force, both the specialists and management, becoming comparable to that of Washington state, California and Idaho?